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Intergenerational Communication in the Workplace

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BE AN

**HR SUPER
HERO!**



Disclosures

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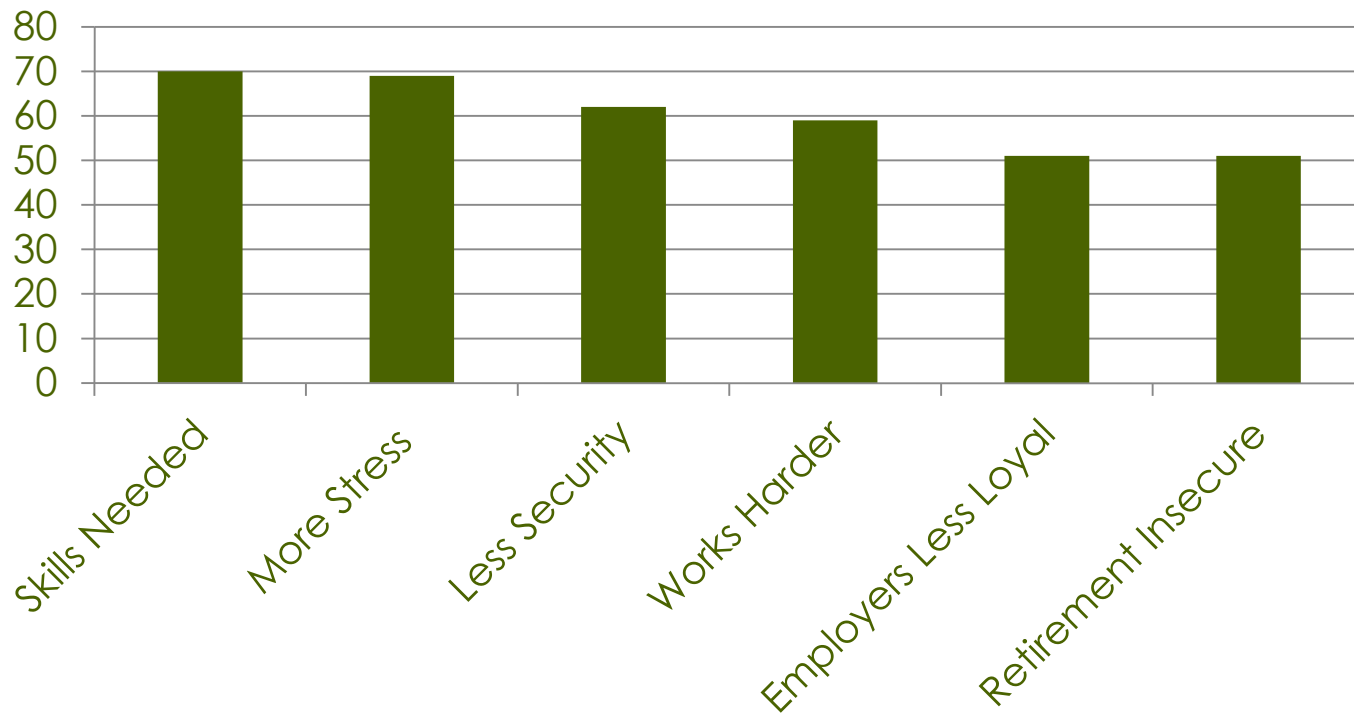
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Captain's Log Mindpower Builder, Braintrain, Inc





Concerns of Employees Compared to 20-30 years ago

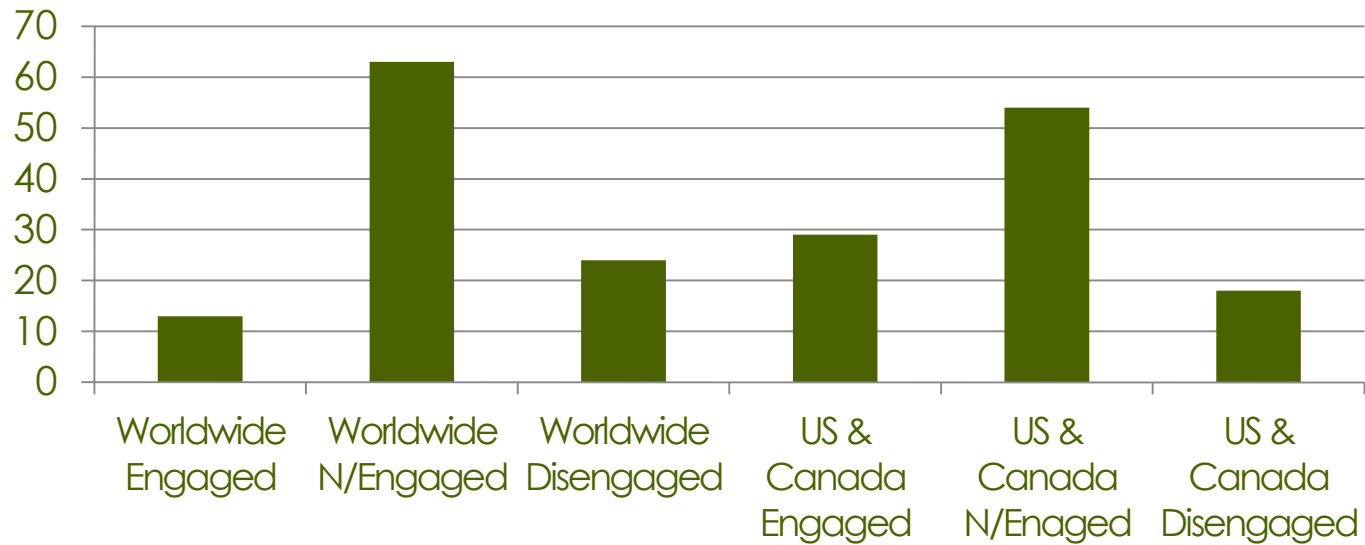


Social Trends Report, 2006, Pew Research Center





Employee Engagement 2011-2012



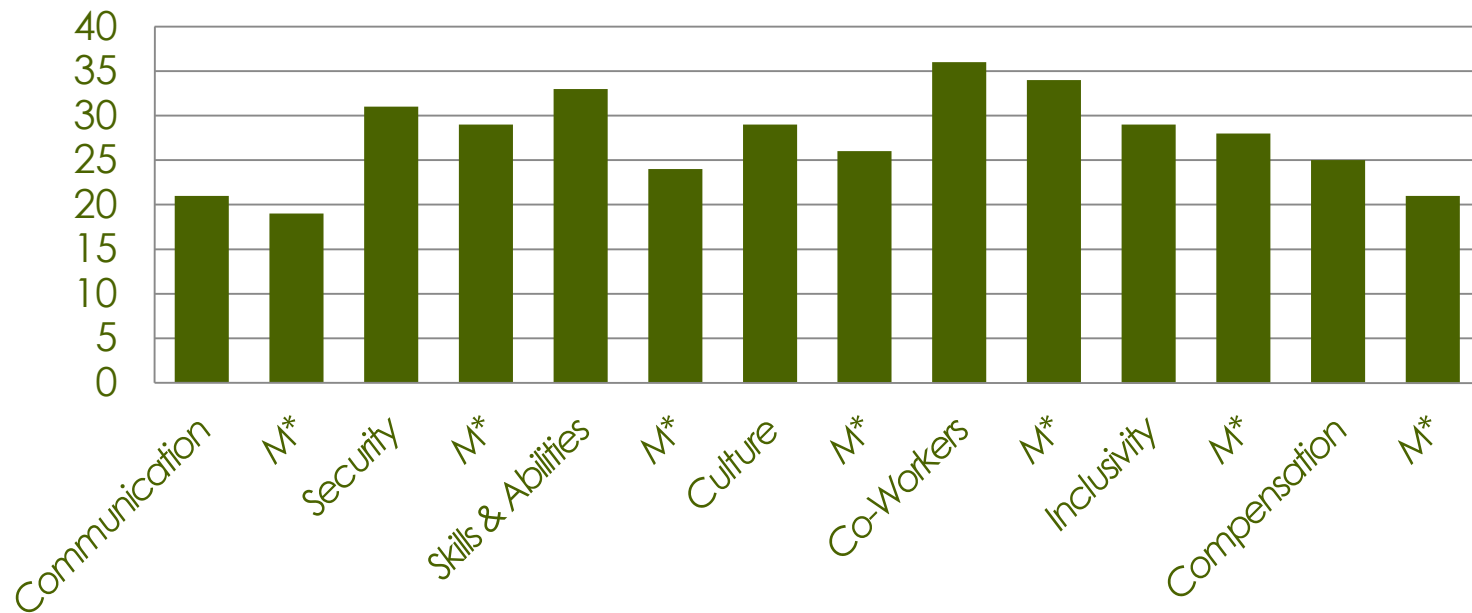
State of the Global Workplace, Gallup 2013





Job Satisfaction & Engagement

M* = Millennials



Society for Human Resource Management, 2014, 600 randomly selected employees, American Community Study, Millennials (159 employees), July/August 2013, Employee Job Satisfaction & Engagement: The Road to Economic Recovery





Employee Disengagement

- How do we know?
 - Lack motivation
 - Less likely to invest in Organization's Goals
 - Unhappy & unproductive
 - Spread negativity

1.24 Million Employees Globally¹

\$328 Billion per year²

¹ State of the Global Workplace, Gallup Poll 2013

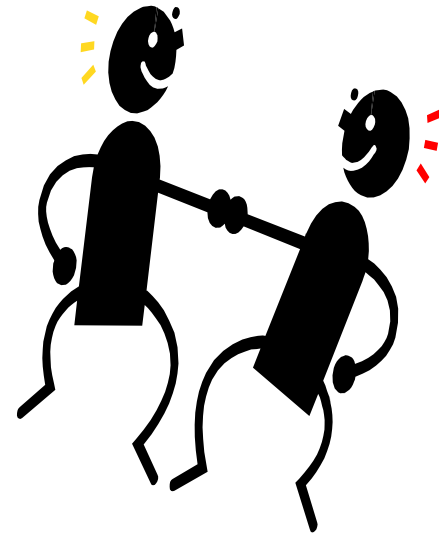
² Who's Driving Innovation at Your Company?, Gallop Business Journal, 2006





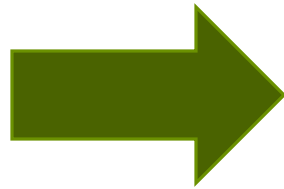
Moment to Pause

- Personal Stories

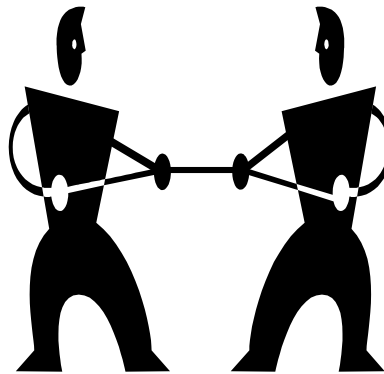




Intergenerational Conflict



60% of employees



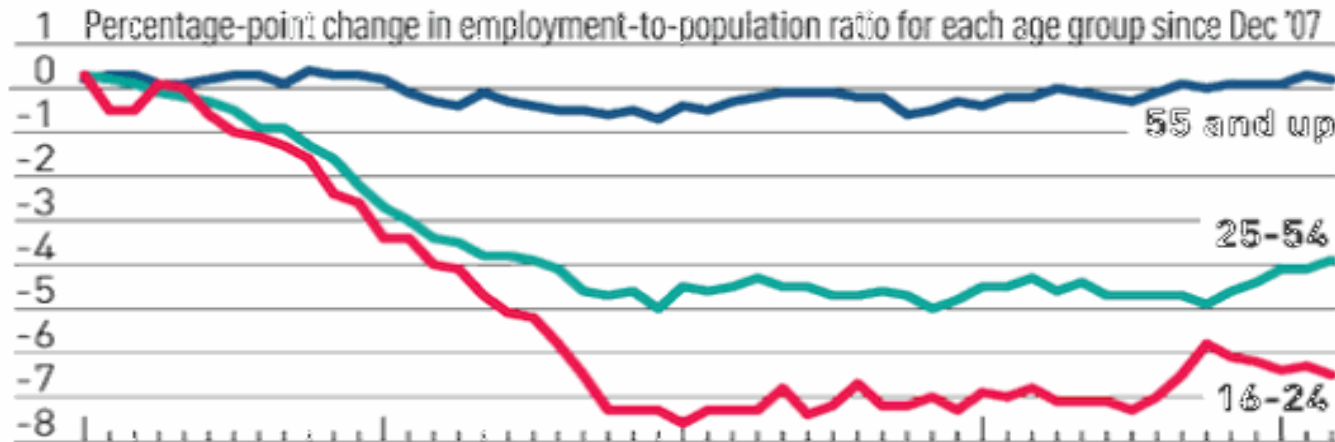
Lee Hecht Harrison Survey: How Do Generational Differences Impact Organizations and Teams, Birkman Part I, International, www.Birkman.com



Employment to Population Ratio

The Great Generational Job Divide

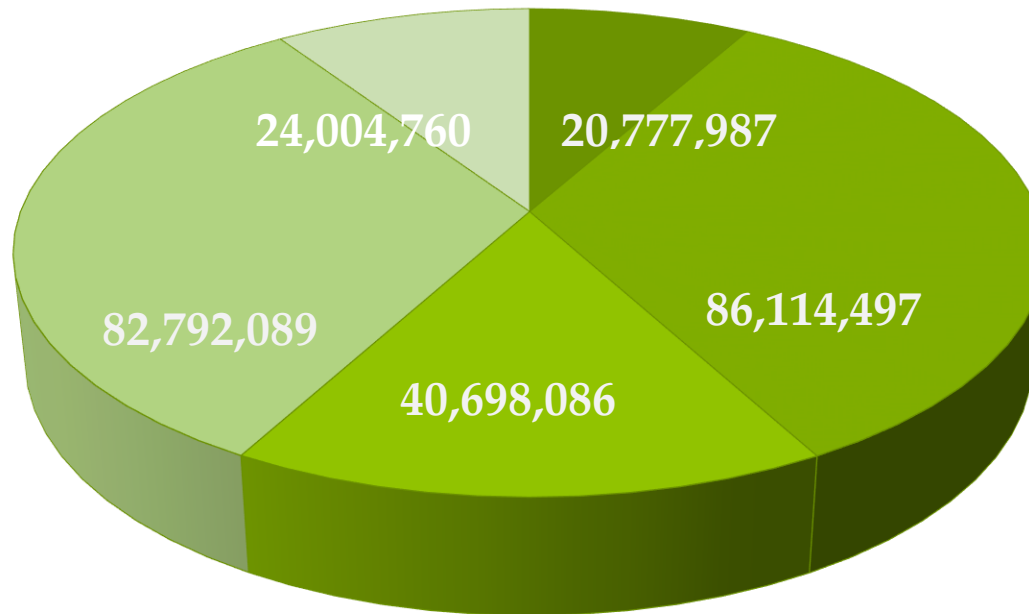
The employment-to-population ratio has been stable since the start of the recession for the 55-and-up group, but all other age groups have seen sizable declines



Jed Graham, Investors Business Daily, May 3, 2012



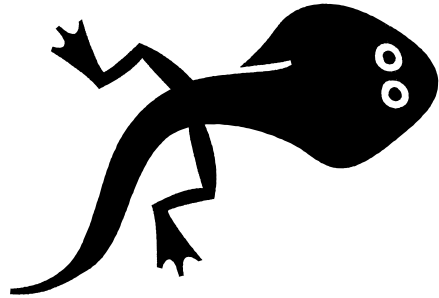
Generation Break-Out



- Generation Z 16 yrs
- Millennial Y 17 - 36 yrs
- Generation X 37 - 46 yrs
- Baby Boomer 47 - 66 yrs
- Traditionalist 67 - 76 yrs

2012 US Census Data American Community Survey





“Herding Frogs ~
It’s a generation
thing...”

*“In order to become a stronger well
versed leader its important to
understand whom you are working
with and how they function best.”*

Corey M. Schwartz, Leading with Zest



Traditionalists 1925-1945

- Great Depression
 - World War II
 - Korean War
 - GI Bill
- 69 – 89 Years
- *Characteristics*
 - Loyal & more respectful
 - More focused
 - Strong work ethic
 - Hierarchical

Lancaster, L. & Stillman, D. When Generations Collide, 2002





Baby Boomers 1946-1964

- Viet Nam War
- Assassinations
- Civil Rights
- Color Television
- Woodstock
- *Characteristics*
 - Hardworking
 - Idealistic
 - Competitive

50 – 68 Years

Lancaster, L. & Stillman, D. When Generations Collide, 2002





Generation X 1965-1978

- Sesame Street & Mr. Rogers
- Latch Key Kids
- Technology
- AIDS Epidemic

36 – 49 Years

□ *Characteristics*

- Questioning
- Skeptical
- Globally concerned

Lancaster, L. & Stillman, D. When Generations Collide, 2002





Generation Y 1979-1997

- You Tube
- Columbine & Virginia Tech
- 9/11
- Helicopter Parents 17 – 35 Years
- Conflict in Iraq
- *Characteristics*
 - Global & socially concerned
 - Curious & savvy
 - More tolerant

Lancaster, L. & Stillman, D. When Generations Collide, 2002





Generation Z 1998 -

- Genetically modified food
- Sexual harassment military
- Megan's law
- Amber alerts
- Tiger Woods
- *Characteristics*
 - Thumb generation
 - Social skills - underdeveloped
 - Question rules & structures
 - Respect their parents

16 Years

Lancaster, L. & Stillman, D. When Generations Collide, 2002



Common Themes for Generational Conflict in Teams

- Choosing when & where to work
- Communicating among team members
- Getting together
- Finding information
- Learning new things

Harvard Business Review Blog Network, February 16, 2009





Concerns of Younger Workers About Older Managers

- Resistant to change
- Not enough recognition
- Micromanage
- Insist on chain of command
- Low respect for worker's work/life balance
- Inflexibility
- Unfair or excessive criticism
- Out of touch with reality of job

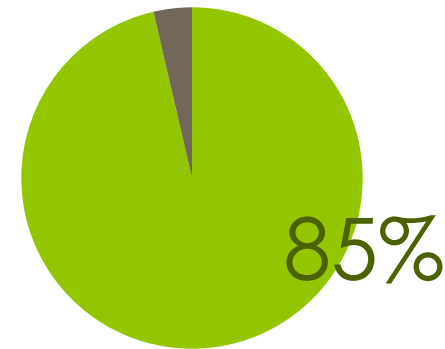
Intergenerational Conflict in the Workplace, Society for Human Resource Management, 2011





Concerns of Older Employees About Younger Managers

- Business attire
- Poor work ethic
- Informal language
- Behavior
- Need for supervision
- Reliance on technology
- Lack of respect for hierarchy
- Inability to balance work & life
- Inability to work within defined structure



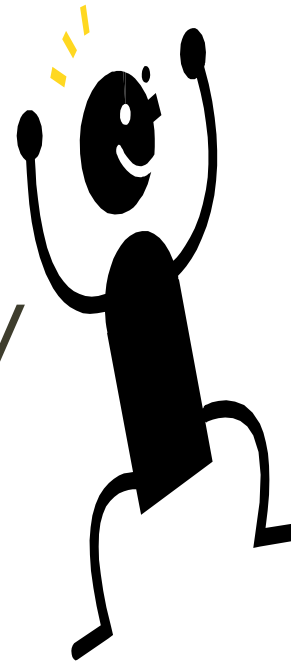
Intergenerational Conflict in the Workplace, Society for Human Resource Management, 2011





Empower

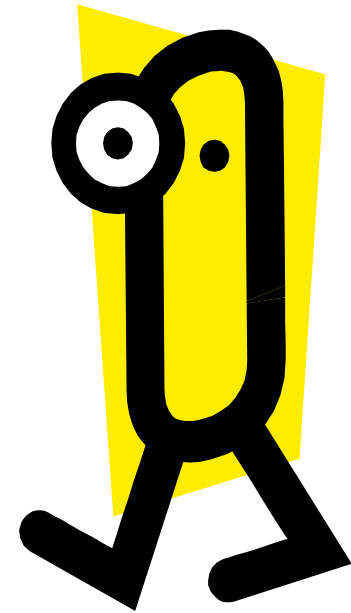
- Organizationally
- Individually





Moment to Pause

Intergenerational
Awareness





Age Smart Employers

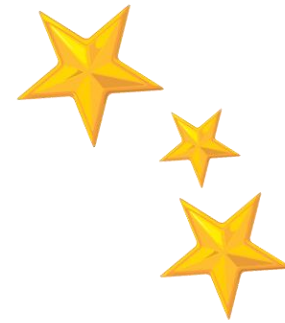
*New York Academy of Medicine & NYC
Alfred P. Sloan Foundation 2012*

Montefiore Medical Center

Pfizer

Renewal Care Partners

Ristorante Settepani & Settepani Bakery





Communication Tips

- Know your generations
- Focus on behavior rather than forming a judgment
- Convey what & how (watch tone)
- Create mentoring programs
- Communicate often & to everyone
- Accommodate to differences
- Respect one another
- Capitalize on Strengths
- Patience is key

Soroptimist International of the Americas, Communicating Across the Generations, 2010





New York University Langone Medical Center

- NYULMC Core Value - culture of safety: performance, respect, integrity, diversity, and excellence.
- Common Goal “***What is best for the patient.***”
 - Improve Communication –
 - *Correct information: on time, to the right person, every time.*
 - Every Faculty & Staff Member: smile, positive tone, introduction & role, in a clear & succinct manner, listen so that you are clear that you *understand*, if there is a delay then follow-up, keep colleagues informed, and, remember to say “Thank you.”

Annual Hospital Training, Department of Regulatory Education, Organizational Development and Learning, New York University Langone Medical Center, 2014.





Let's Talk to Traditionalists 1925-1945

- Respectful
- Knock when entering
- Calendar meetings
- Face to face
- Hand written notes

*Jennie Hollman, PhD and Genevieve Carlton, Intergenerational Communication,
Caliper, www.calipercorp.com*





Let's Talk to Boomers 1946-1964

- Engage
- Seek ideas & contributions
- Provide opportunities to Mentor
- Confront resistance w/collaboration
- Create safe environment

*Jennie Hollman, PhD and Genevieve Carlton, Intergenerational Communication,
Caliper, www.calipercorp.com*





Let's Talk to Generation X 1965-1978

- Provide autonomy
- Recognize efforts
- Provide a challenge
- Team Orientation
- Coach & Prepare

*Jennie Hollman, PhD and Genevieve Carlton, Intergenerational Communication,
Caliper, www.calipercorp.com*





Let's Talk to Generation Y 1979-1997

- Be open to adaptation
 - Virtual Office, Work, Schedule
- Maximize strengths
- Build relationships
- Provide individualized feedback
- Coach & guide

*Jennie Hollman, PhD and Genevieve Carlton, Intergenerational Communication,
Caliper, www.calipercorp.com*





Let's Talk to Generation Z 1998-

- Lead by example
- Stress value added
- Supervision with autonomy
- Develop career paths
- Mentor

*Jennie Hollman, PhD and Genevieve Carlton, Intergenerational Communication,
Caliper, www.calipercorp.com*





Need to Know Everyone

- ❑ Connect by values
- ❑ Connect by teams
 - Use collaborative discussion
 - Decision making
 - Problem solving
 - Mentoring

Lee Hecht Harrison Survey: How Do Generational Differences Impact Organizations and Teams, Part I, Birkman International, www.Birkman.com





Need to Know Everyone

- Speak face to face
- Speak in public (~3 minutes)
- Well-written letter & thoughtful letter
- Telephone conversation
- Be current with technology
 - *Email, Texting, Instant Messaging, Twitter, Blogging, Facebook, LinkedIn, Skype*

Bea Fields, guest blogger, Write Speak Sell, A Company Divided: Bridging the power of the generation gap at work through the power of communication



Acknowledgements

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